Training and Evaluation Outline Report

Status: Approved 06 Oct 2021 Effective Date: 06 Oct 2021

Task Number: 71-CO-5100

Task Title: Conduct Troop Leading Procedures

Distribution Restriction: Approved for public release; distribution is unlimited.

Destruction Notice: None

Foreign Disclosure: FD1 - This training product has been reviewed by the training developers in coordination with the Fort Leavenworth, KS foreign disclosure officer. This training product can be used to instruct international military students from all approved countries without restrictions.

Supporting Reference(s):

Step Number	Reference ID Reference Name Requir		Required	Primary	Source Information
	ADP 5-0	The Operations Process	Yes	No	
		COMMANDER AND STAFF ORGANIZATION AND OPERATIONS (THIS ITEM IS PUBLISHED W/ BASIC INCL C1 AND C2)	Yes	Yes	

Conditions: The company receives an order from higher headquarters or the company commander initiates troop leading procedures in anticipation of a mission in a dynamic and complex operational environment. A hybrid threat contest the companys objectives in all five domains (air, land, sea, space, and cyberspace), the information environment (IE), and the electromagnetic spectrum. Four or more operational variables of PMESII-PT are present and dynamic. The order from higher headquarters includes all applicable overlays and or graphics, area of operation (AO) boundaries, control measures, and criteria for subsequent tactical actions. The company has communications with subordinate units, adjacent units, and higher headquarters. The commander has organized the four components of the command and control system to support decision making, facilitate communication, and conduct operations.

Note 1: The conditions statement for this task reflects the training conditions required for the evaluated unit to receive a trained (T) rating. However, a unit can only receive a T rating if the task is executed under these conditions and during an external evaluation.

Environment: Some iterations of this task should be performed with degraded command and control networks, degraded conditions in the electromagnetic spectrum, and/or degraded, denied, and disrupted space operations environment. Some iterations of this task should be performed in MOPP 4.

Standards: The company conducts troop leading procedures as an 8 step process to plan and prepare for operations to maximize available planning time while developing plans and preparing for an operation. The company conducts troop-leading procedures in accordance with (IAW) FM 6-0, established timelines, the Army Ethic, the commander's intent, orders from higher headquarters, and standard operating procedures (SOP).

The Objective Task Evaluation Criteria Matrix (below) is the Army's standard evaluation criteria used by commanders to objectively assess their unit's collective task training conducted during collective training events. Task assessment is determined by the environment, percentages of leaders and Soldiers present at training, task performance, and external task evaluation. For example, in order to receive a fully trained (T) rating, a unit must perform this task incorporating the identified training environment; with 75% of division leaders and 80% of Soldiers present for training; attaining 80% on performance measures, 100% on critical performance measures, and 85% on leader performance measures; and with an external evaluation. Failure to meet any one of these criteria will result in a lower than (T) rating.

Leader is defined as company commander, executive officer, first sergeant, platoon leaders, platoon sergeants, section leaders, and other leaders on the unit's table of organization and equipment (TO&E) that the commander deems essential to conducting troop leading procedures.

Live Fire: No

Objective Task Evaluation Criteria Matrix:

Plan	an	d Prepare		Ex	ec	ute			Ass	ess
Operation Environme	al	Training Environment (L/V/C)	Leaders Present at Training/Required	Present at Training/Required	External Eval	Performance Measures	Critical Performance Measures	Leader Performance Measures	Evaluator's Observed Task Proficiency Rating	Commander's Assessment
Dynamic and Complex (4+ OE	Night		>=75%	>=80%	Yes	>=80%	All	>=85%	т	т
Variables and Hybrid Threat))ht		>=1370	>=00/6	š	3=0076	All	>=03 /6	T-	T-
Dynamic (Single Threat)		Live, Constructive.	65-74%	60-79%		65-		75-	P	Р
Threat)	Day		03-74%	60-7976	No	79%	<all< td=""><td>84%</td><td>P-</td><td>P-</td></all<>	84%	P-	P-
Static (Single Threat)			<=59%	<=59%		<=64%		<=74%	C	U

 $\textbf{Remarks:} \ \ \text{For questions, concerns, or comments, please contact: usarmy.leavenworth.tradoc.list.mission-command-coe-dot-ted@mail.mil.}$

Notes: None
Safety Risk: Low

Task Statements

Cue: The company receives an order from higher headquarters or the company commander initiates troop leading procedures in anticipation of a mission.

DANGER

Leaders have an inherent responsibility to conduct composite risk management to ensure the safety of all Soldiers and promote mission accomplishment.

WARNING

Composite risk management is the Army's primary decision-making process to identify hazards, reduce risk, and prevent both accidental and tactical loss. All Soldiers have the responsibility to learn and understand the risks associated with this task.

CAUTION

Identifying hazards and controlling risks across the full spectrum of Army functions, operations, and activities is the responsibility of all Soldiers.

Performance Steps and Measures

NOTE: Assess task proficiency using the task evaluation criteria matrix.

NOTE: Asterisks (*) indicate leader steps; plus signs (+) indicate critical steps.

GO NO-GO N/A STEP/MEASURE +* 1. Step 1 - Receive the mission. The leader receives the mission in the form of an operations plan, or warning, operations or fragmentary order (WARNORD, OPORD, FRAGORD) from higher headquarters, or on recognizing the need to act due to an emerging situation, and initiates the following actions: +* a. Conducts confirmation briefing to the higher echelon commander to verify commander's intent, clarify mission, and confirm concept of the operation for higher and next higher headquarters. * b. Conducts an initial assessment (mission analysis) of the situation * c. Determines the time available for planning and preparation: (1) Applies reverse planning sequence. (2) Identifies critical times. (3) Estimates available time to plan and prepare. (4) Publishes time schedule. (5) Schedules one-third of available time for leaders' planning and issuing the OPORD. (6) Schedules two-thirds of available time to subordinate echelons for planning and preparation needs. +* 2. Step 2 - Issues a warning order. The leader issues a WARNORD to subordinates immediately after the initial assessment, which includes but is not limited to the following information: + a. The mission or nature of the operation. + b. The time and place for issuing the OPORD. + c. Task organization. + d. Specific tasks not addressed by unit standard operating procedures (SOPs). e. The timeline for the operation. f. Available enemy information. Note 1: Once the leader has delivered the WARNORD, subordinate leaders should initiate necessary rehearsals. Note 2: The leader issues additional WARNORDs throughout the troop leading procedures as needed when new information is available. +* 3. Step 3 - Make a tentative plan. Company's leaders develop a tentative plan, which include the following actions: + a. The company conducts mission analysis using the mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC) format. (1) Analyzes the mission. (a) Higher headquarters' mission and commander's intent. (b) Higher headquarters' concept of operations. (c) Specified, implied, and essential tasks. (d) Constraints and restraints. (e)) Restated mission. (2) Analyzes the enemy. (a) Recent activities. (b) Disposition. (c) Composition. (d) Warfighting functions analysis. (e) Strengths. (f) Situation template(s). (g) Event template. (h) Collection plan. (3) Analyzes the terrain using the memory aid OAKOC: (a) Observation and fields of fire. (b) Avenues of approach including overland, air, and underground avenues. (c) Key terrain. (d) Obstacles. (e) Cover and concealment. (4) Evaluates the five aspects of the weather forecast that can affect the mission: (a) Visibility. (b) Winds. (c) Precipitation. (d) Obstacles.

(e) Temperature and humidity.(5) Analyzes troops available:

(a) Soldiers' capabilities and condition.		
(b) Soldiers' experience and training.		
(c) Strengths and weaknesses of subordinate leaders.		
(6) Assesses all available resources, to include but not limited to:		
(a) Attached units and/or direct support forces.		
(b) Operational readiness of equipment.		
(c) Supplies, services and support available.		
(7) Reviews the time available by:		
(a) Monitoring the time available throughout the planning and execution of the operation.		
(b) Determining the time-distance elements of preparing, moving, and actions on the objective.		
(8) Identifies civil considerations by using the six factors that could influence the operations (known by the memory aid ASCOPE):		
(a) Areas.		
(b) Structures.		
(c) Capabilities.		
(d) Organizations.		
(e) People.		
(f) Events.		
+* b. Company's leaders develop one or more courses of action (COAs) by:		
(1) Analyzing relative combat power of friendly and enemy forces by reviewing the elements of		
combat power. Note: Do troop to tasks for non-advisory tasks. Analyze combat power for advisory focused		
tasks.		
(a) Intelligence.		
(b) Movement and maneuver.		
(c) Fires.		
(d) Sustainment.		
(e) Protection.		
(f) Command and control.		
(g) Assigning responsibilities for each task to a subordinate.		
(2) Conducting troop-to-task analysis to determine combat power.		
(3) Conducting brainstorming sessions to determine different ways to accomplish the mission.		
(4) Determining where, when, and how the unit can mass overwhelming combat power.		
(5) Identifying decisive points.		
(6) Determining actions at decision points.		
(7) Identifying task(s) and purpose.		
(8) Developing an initial concept of operations:		
(a) Describes the leader's visions of the operation unfolding from its start to its conclusion or end state.		
(b) Identifies the best way to use the available terrain.		
(c) Employs unit strengths against enemy weaknesses.		
(d) Determines fire support requirements.		
(e) Develops graphic control measures to:		
1 Provide understanding for the concept of operations.		
2 Prevent fratricide.		
3 Identify the task and purpose of the main effort.		
(9) Assigning responsibilities for each task to a subordinate.		
(10) Prepares a COA statement and sketch for each COA that includes the following information:		
(a) Form of movement or defense to use.		
(b) Designation of the main effort.		
(c) Tasks and purposes of subordinate units.		
(d) Necessary sustaining operations.		
(e) Desired end state.		
(f) Reviews each COA to ensure it meets the criteria of suitable, feasible, acceptable, distinguishable, and complete.		
c. The company's leaders conduct COA analysis (hasty war games) for each COA through the operation from start to finish.		
(1) The leaders compare each COA with the enemy's most probable COA.		
(2) The leaders visualize a set of actions, counter action and reactions to determine strengths and weakness of the COA.		
d. The leaders compare the results of each wargame COA by weighing the results in terms of:		
(1) Advantages.		

(2) Disadvantages.		
(3) Strengths.		
(4) Weaknesses.		
e. The leaders determine which COA to execute based on the comparison of factors, such as:		
(1) Mission accomplishment.		
(2) Time available to execute the operation.		
(3) Risks.		
(4) Results from unit reconnaissance.		
(5) Subordinate unit tasks and purposes.		
(6) Casualties incurred.		
(7) Posturing of the force for future operations.		
(8) Professional judgment.		
+ 4. Step 4 – Initiate movement. The company initiates movement under the following circumstances:		
+ a. Directed by higher headquarters.		
+ b. Manage mission preparation.		
c. Position the unit for mission execution.		
d. Facilitate time management.		
e. Complete a specified task.		
+ 5. Step 5 - Conduct reconnaissance. The company conducts reconnaissance to seek or confirm		
information requirements to:		
+ a. Verify shortcomings identified during war-gaming.		
b. Validate higher headquarters' information collection plan.		
+ c. Collect information required for planning, including:		
(1) Map reconnaissance.		
(2) Analysis of imagery and intelligence products.		
(3) Aerial reconnaissance (manned or unmanned).		
(4) Reconnaissance and surveillance units.		
(5) Leaders reconnaissance.		
+* 6. Step 6 - Complete the plan. Company's leaders incorporate the results of the reconnaissance into		
the selected COA to complete the plan or order, including but not limited to:		
a. Preparing overlays, as needed.		
+ b. Refining the indirect fire target list.		
c. Coordinating sustainment requests.		
d. Confirming signal requirements.		
+ e. Conducting final coordination with adjacent units and higher headquarters before issuing the		
order.		
f. Updating the tentative plan based on reconnaissance.		
+* 7. Step 7 - Issue the order. The company's leaders issue the order, using the following guidelines:		
+* a. Delivers the order verbally or in writing.		
b. Provides graphics and/or control measures in the order.		
c. Produces a standard five-paragraph OPORD.		
d. Identifies where to observe the terrain of the area of operation (AO), if possible, or uses a sand		
table, detailed sketch, maps, and other products to assist in developing common understanding. +* 8. Step 8 – Supervise and refine the plan. The company's leaders monitor mission preparations by:		
 + a. Determining what type of rehearsal to use to assess subordinates' preparations: Note: The leader conducts pre-combat checks and inspections prior to rehearsals. 		
(1) Backbrief.		
(2) Combined arms rehearsal.		
(3) Support rehearsal.		
(4) Battle drill rehearsal.		
b. Conducting rehearsals to accomplish the following actions:		
(1) Practice essential tasks.		
(2) Identify weaknesses or problems in the plan.		
(3) Coordinate subordinate element actions.		
(4) Improve Soldier understanding of the concept of operations.		
(5) Produce confidence among Soldiers.		
(6) Identify decision points, branches, and sequels.		
c. Implementing changes to the plan as needed.		
d. Coordinating with adjacent units.		

Task Performance Summary Block										
Training Unit			ITERATION							
			1		2		3		4	
Date of Training pe	er Iteration:									
Day or Night Tr	aining:	Day /	/ Night	Day	/ Night	Day /	Night	Day /	Night	
		#	%	#	%	#	%	#	%	
Total Leaders Authorized	% Leaders Present									
Total Soldiers Authorized	% Soldiers Present									
Total Number of Performance Measures	% Performance Measures 'GO'									
Total Number of Critical Performance Measures	% Critical Performance Measures 'GO'									
Live Fire, Total Number of Critical Performance Measures	% Critical Performance Measures 'GO'									
Total Number of Leader Performance Measures	% Leader Performance Measures 'GO'									
MOPP LEVEL										
Evaluated Rating per Iteration T, T-, P, P-, U										

Mission(s) supported: None

MOPP 4: Sometimes

MOPP 4 Statement: None

NVG: Sometimes

NVG Statement: None

Prerequisite Collective Task(s): None

Supporting Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
3.	05-CO-0410	Conduct Reconnaissance Planning	05 - Engineers (Collective)	Approved
7.	05-CO-0007	Prepare an Operation Order (OPORD)	05 - Engineers (Collective)	Approved

OPFOR Task(s): None

Supporting Individual Task(s):

Step Number	Task Number	Title	Proponent	Status
	150-C2-5114	Engage in Course of Action Development	150 - Mission Command (Individual)	Approved
	150-MC-5010	Conduct Information Protection	150 - Mission Command (Individual)	Approved
	150-MC-5122	Perform a Rehearsal	150 - Mission Command (Individual)	Approved

Supporting Drill(s): None

Supported AUTL/UJTL Task(s):

Task ID	Title
OP 1	Conduct Operational Movement and Maneuver

TADSS

TADSS ID	Title	Product Type	Quantity
20-101	Joint Land Component Constructive Training Capability - Multi-Resolution Federation - Standard Configuration	DVC	1
71-20	Common Hardware Platform (CHP)	DVC	1
71-ALOTT	Army Low Overhead Training Toolkit	SIM	1

Equipment (LIN)

LIN	Nomenclature	Qty
No equipment specified		

Materiel Items (NSN)

NSN	LIN	Title	Qty
No materiel items specified			

Environment: Environmental protection is not just the law but the right thing to do. It is a continual process and starts with deliberate planning. Always be alert to ways to protect our environment during training and missions. In doing so, you will contribute to the sustainment of our training resources while protecting people and the environment from harmful effects. Refer to the current Environmental Considerations manual and the current GTA Environmental-related Risk Assessment card. Environmental Considerations and GTA 05-08-002 ENVIRONMENTAL-RELATED RISK ASSESSMENT.

Safety: In a training environment, leaders must perform a risk assessment in accordance with current Risk Management Doctrine. Leaders will complete the current Deliberate Risk Assessment Worksheet in accordance with the TRADOC Safety Officer during the planning and completion of each task and sub-task by assessing mission, enemy, terrain and weather, troops and support available-time available and civil considerations, (METT-TC). Note: During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines IAW current CBRN doctrine. Refer to GTA 05-08-012 INDIVIDUAL SAFETY CARD.